e-ISSN : 2620 3502
p-ISSN : 2615 3785

The role of institutional collaborations in combating covid-19 in dessie, south wollo and oromia special zones of eastern amhara, Ethiopia.

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Abstract

COVID-19, declared as a global pandemic by WHO, is the 'eye and ear' of the world and disturbed the economic, social and political situations of almost all countries regardless of the economic development. In an effort to combat the virus, this descriptive survey tried to assess the role of institutional collaborations in Dessie City Administration, South Wollo and Oromia Special zones of Amhara National Regional State, Ethiopia. It also tried to examine the material, financial, technical supports and leadership commitment in combating COVID-19.A total of 385 purposely selected samples of institutions from government, private and NGOs were surveyed in 7 Woredas. Primary sources of data were used using questionnaire, interview and focus group discussions. Moreover, secondary sources of data mainly reports of anti-corona task forces reports were also used. The results of the study shows that an average financial and technical supports were provided in an effort to combat the pandemic. A below average material support and above average leadership commitments that results in an average overall outcomes of institutions collaboration in combating COVID-19 was exhibited in the study. The correlation result also found that material, financial, technical supports and leadership commitment has a significant positive impact on the outcomes of institutional collaborations in combating COVID-19.The study concluded that institutional collaboration played its own role in combating COVID-19. The study recommended that anti corona task forces organized in combating the virus from federal to Kebele level should incorporate non-government institutions together with government institutions as a member in the team so that all members of the community can be reached in an effort to mobilize adequate resources in tackling the problem.

Keywords: *COVID-19, Institutional Collaboration, Material support, Financial Support, Technical Support, Leadership commitment*

1. INTRODUCTION

1.1 Background of the study

Novel Corona COVID-19 is becoming the eye and ear of the world since its initial outbreak in China, Wuhan in December 2019.World Health Organization (WHO) declared it a global pandemic. The pandemic is affecting everybody and all nations regardless of their economic strengths, color, region or any other. It is also affecting the social, political and economic condition of the world. It affected millions and leads hundred thousand to die within this short period of time (WHO, 2020).

So as to reduce its impact countries are implementing different mechanisms that WHO recommended including awareness creations, hand washing, social distancing and the extremes total lockdowns (WHO, 2020).

The problem is chronic in developing counties like Ethiopia where the overall economic condition is extremely retarded. Accessing Personal Protective Equipments (PPEs) to millions of Ethiopians seems impossible unless a coordinated effort is made among different stakeholders.

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The interdependence and linkages among different stakeholders is becoming a global agenda in this critical time. The significance of this interrelation among the institutions in tackling national problems national problems like COVID-19 is explained very well by Scot,(2011), Mavoko, (2013).This calls for an integration and interdependence among different stakeholders called institutional collaboration(IC). According to Lee (2011), Institutional collaboration(IC) is defined as a linkage among private, public, Non government, formal and non formal institutes established to enable the diffusion of creativity, ideas, skills and people and mobilizing required resources with the aim of creating mutual value over time. IC enables countries to have broader innovation and economic success through mobilization of material and financial resources and the provision of technical competencies in solving problems (Dill & Vught, 2010).

The goal of IC is to promote the relevance and contribution of different stakeholders to the socio-economic development of a country. Although there is no step-by-step model describing how ICs are to be developed, Cohen, Nelson, and Walsh (2002) outlined that collaborative research and development, technology transfer, financial, material, technical and managerial supports are the common areas that different institutions are interlinked for a common goal.

Based on the analysis of possible institutional collaboration types and possible outcomes of the supports, the aim of the study is to assess the role of institutional collaborations in combating COVID-19.

1.2 Statement of the Problem

Nowadays the interaction and interrelationship among different institutions are becoming more direct and interactive (Etzkowitz, 2003). Among organizations in a country, educational institution and industries play a significant role for a development of a nation. Institutional collaborations have a multiple faceted benefit for all stakeholders. If you see the collaboration between industries and educational institutions like Universities, IC makes all beneficiaries in that Universities produce and disseminate research results through publications, so that the industry can use it in their production/delivery requirements of different goods/services. Similarly, the real demands of industries in relation to human resource will be an input for universities in producing well equipped graduates in relation to knowledge, skill and attitude that the industries are in need. Hence IC is "a give and take" approach through which all stakeholders are beneficiary and contribute a lot to the overall development of the country in general and combating problems like COVID-19 in particular.

In countries like Ethiopia where there is a chronic unemployment, especially of the youth, the outbreak of national pandemics like COVID-19 will worsen the problem. Hence, creating a strong bond among institutions is the right option. This requires institutions to collaborate each others in tackling the problem and play their roles accordingly. For instance, educational institutions should know the real demand of industries and produce the right workforce. Research findings, technologies and different innovations should solve the problems in relation to productivity, efficiency, profitability, Problem solving and overall effectiveness of industries. Hence, the overall rational for IC lies on these issues. Beyond this efforts have to be made in tackling national pandemics like COVID-19.

Studies showed that IC benefited many countries in reducing unemployment, increasing profitability and productivity, enhancing effectiveness and efficiencies and solving national problems and pandemics jointly. In support of this, (Batti, 2014) found that the financial and material supports of medium to large business entities or the development of networks or value chains on a global basis is believed to offer a greater opportunity of innovation reaching a global level through an integrated IC.

In combating COVID-19, it is clear that PPEs are extremely important and Ethiopia is in an extreme shortage at this critical time. Most countries in the world and WHO recommend that when people are out of home, they are advised to wear PPE specially face mask. In the isolation and quarantine centers

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selected, lots of beds, apparel products, PPE are badly in need. Most of the available supplies in different isolation and quarantine centers are acquired from donations.

It is believed that strong IC can tackle such problems to a greater extent. This is mainly because the raw materials are available; the human resources are at hand. What is left is a coordinated effort among different stakeholders. Hence, mobilizing financial and material resources, using technical and managerial capabilities will no doubt contribute a lot in combating pandemic like COVID-19.

While the IC literatures in the areas of innovation management, technology transfer and commercialization provides insight into various organizational, contextual and relational success factors, gaps remain specially in tackling national pandemics like COVID-19.

1.3 *Basic Research Questions*

This research tried to answer the following basic questions:

To what extent financial resources are mobilized through IC in combating COVID-19?

To what extent material resources are mobilized through IC in combating COVID-19?

What do technical supports look like in combating COVID-19

To what extent were organizational leaders committed in combating COVID -19?

What were the outcomes of institutional collaboration in combating COVID-19

1.4.1 *Objectives*

1.4.2 General objectives

The general objective of this study is to assess the role of institutional collaborations in combating COVID-19 in Dessie town, South Wollo and Oromia Special zone?

1.4.2 *Specific Objectives*

Specifically the study tried to:

1 Assess financial resources mobilized through IC in combating COVID-19
2 Investigate material resources mobilized through IC in combating COVID-19
3 Understand the technical supports provided through IC in combating COVID-19
4 Understand organizational leaders' committeemen in combating COVID -19
5 Analyze the outcomes of IC in combating COVID-19

1.5 Significance of the study

Knowing the role of IC is of greater important to institutional leaders, the government, the community and other policy makers from different perspective. To begin with, leaders will benefit from the study in knowing the types of support that different institutions provide for combating COVID-19. Moreover, knowing the practices will benefit the community to get advantages of tackling the problems through IC with the involvement of different stakeholders in their overall effort of combating COVID-19. Understanding the practices and effectiveness of IC will also help government and other policy makers in supporting institutions in one side and reducing COVID-19 in the other side. Besides this, the study will

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strengthen industry relations in the process of reducing COVID-19. Moreover, IC is a relatively new agenda in Ethiopia. Hence it will be an add to the existing literatures.

1.6 *Scope of the study*

The study is delimited to the role of IC in combating COVID-19 in Dessie town, South Wollo and Oromia Special Zone. Government, private, NGOs and informal organizations in Dessie, Kombolcha, Kemissie, Haik, Mekaneselam,Dessie Zuria and Kalu were considered for the study. The methodological scope was explanatory and descriptive research design by using primary data and secondary information.

2. *REVIEW OF RELATED LITERATURES*

2.1 Institutional Collaborations

The interrelation among different stakeholders lays mainly on the mutual benefits that one get from others and what they contribute to their country. Batti (2014) and Mavoko (2013) distinguish different types of institutional relationships and supports among different stakeholders mainly of educational institutions. The first one is financial and material support, which embodies financial and equipment contributions made to institutions. These contributions can be unrestricted gifts of endowment trust funds that institutions uses to upgrade facilities, provide trainings to fill technical gaps, or provide seed money for promising new projects.

The second one cooperative research that includes contract research with individual investigators, consulting by faculty, and certain group arrangements specifically for addressing immediate problems.

Thirdly, knowledge transfer encompasses highly interactive activities that include on-going formal and informal personal interactions, cooperative education, curriculum development, and personnel exchanges. Knowledge transfer mechanisms are the recruitment of recent university graduates and employing student interns, co-authoring of research papers by university and industrial firm members, industry-university consortia and, for example, also trade associations.

Githinji (2013) indicated that the broader concept of knowledge transfer describes the movement of knowledge, ideas, concepts and techniques from a formative location, generally institutions of advanced education, out to all areas of the social and economic environment. This kind of broader approach is also used by the authors of this paper. Knowledge transfer between universities and industry can be considered the most important aim and also result in university-industry cooperation.

Cohen, Nelson, and Walsh (2002)have considered collaborative research, contract research and technology-related consulting, staff mobility between firms and public science institutions, co-operation in the education of graduate students, vocational training for employees, use of intellectual property rights (IPR) by public scientific organizations, spin-offs, and Informal contacts and personal networks as main collaboration agendas.

2.2 *Community participation and resource Mobilization*

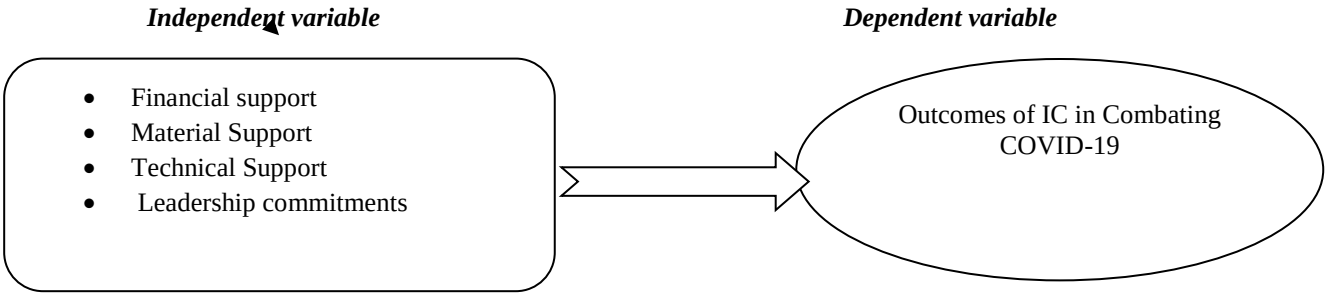
Community participation is a process by which communities are empowered to make effective decisions Githinji (2013), Mulwa (2010). Armitage (2003) views that community participation is a process by which citizens responds to their concerns, express what their opinion concerning what is affecting them and become responsible to make changes that their community needs. Chapel (2005) indicates that community support in material and finance are also common areas where communities are participated.

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According to Mavoko (2013), engaging the community in its own development ensures that the proposed development targets people's needs, incorporate local knowledge, create grassroots capacity to undertake other projects and maintain facilities, distribute benefits equitably and help lower costs. To achieve outcomes through participation, considerable investment in time and resources by parties facilitating and engaging in the process are required. Often pressure for delivery of outputs may compromise the process. Unfortunately development progress is measured not only by developers but also by public opinion formers, by the speed in which tangible results are produced (Ababa, 2013)

According to Adhiambo (2012),for any organization to live to its long-time goals, it must have the necessary physical resources required in the organization. Some of them are; good workspace, communication systems, enough information system among others. Acquisition of physical resources as an aspect of resource mobilization is considered the costliest aspect.

2.3 *Conceptual frameworks*



Source: own model adapted from literates

3.13. Methods and Materials

3.2 Research Design

The research design appropriate for this study is descriptive which cross sectional is as it sought to answer the question of what is going on which is an important aspect to consider for social researchers. Besides, explanatory research design is employed to examine the effect of the different supports on outcomes of IC in combating COVID-19.

3.3 Sample size and sampling Techniques

To determine the sample size of institutions collaborated and participated in combating COVID -19 in the study area, the researchers used the formula for large population the representative sample size by (Cochran, 1963):

$$N = \frac{Z^2 p(1-p)}{e^2} = \frac{(1.96)^2 0.5(1-0.5)}{(0.05)^2} = \mathbf{385}$$

Where N is the required sample size; Z^2 is a value corresponding to your significance level (and is called the "standard normal deviation"). Z = 1.96 (rounded to 2) for 5 percent significance levels; p is the rough value you provided for your estimated percentage (proportion); e is the precision you wish to achieve.

Employees and leaders of individuals, Public organizations, NGOs and informal organizations (Idir/equib) were purposely selected and included in the sample. Hence, judgmental (purposive) sampling technique was used to select respondents in the study areas. This is because researchers believe that the

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organizations selected have a relatively better participation and collaboration in the process of combating COVID-19 and their overall role and involvement infighting the pandemic is believed to better than others. Taking this fact in to account, the following sample size was taken from the respective Woredas

Table 1:Sample size taken from respective Woredas

Woreda	*Sample taken*
Dessie	*65*
Kombolcha	*55*
Mekaneselam	*50*
Dessie Zuria	*50*
Kalu	*50*
Haik	*55*
Kemissie	*60*
Total	*385*

3.4 Sample collection and Measurement

The study used both open and close-ended questionnaires to collect the required data from the target respondents. The questionnaires have two parts. The first part of the questionnaire included demographic characteristics of respondents. The second part included issue related with institutional collaborations in combating COVID-19.

Moreover, structured and semi-structured interviews were used as a data gathering instrument to get in-depth information from anti-corona task force in each woreda. Observation were also be made with selected organizations so as to practically observe efforts made in combating COVID-19 in their areas of work. Moreover, Focus group discussion were conducted with selected organizational leaders to get in-depth information about the issue under study

3.5 Method of analysis

After the data is collected it was edited, coded and encoded to SPSS and made ready for analysis. In analyzing the data, SPSS version 25 was used. Descriptive analysis that includes tables, frequency distribution, percentages, means and standard deviations were used to analyze closed ended questions. Moreover, data collected through interview, open ended questions, observations and focus group discussions were analyzed using descriptive narrations. In addition inferential analysis was made using correlation and regression analysis.

4. Analysis and Discussions

This analysis was made on a total of 337 fully responded questionnaires out of the 385 samples distributed. This makes the response rate 87.5%.Moreover in ensuring the reliability of the instruments a pilot test was made on 20 respondents and Cronbach's alpha value was 0.911. According to Haire et al., (2005) the reliability coefficient more than or equal to 70 % ($\alpha \geq 0.7$) is acceptable.

Table 2:Cronbach's Alpha Value

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Items	Cronbach's Alpha
Outcomes	.871
Material support	.878
Financial support	.931
Technical support	.860
Leadership commitment	.905

Source: Survey(2020)

4.1 Descriptive Analysis

4.1.1 Organizational type by Woreda

Table 3:Organization type surveyed in each Woreda

		Organizational type				Total
		Government	Private	NGOs	Informal(idir/equib)	
City/Woreda	Dessie	17	16	12	9	54
	Kombolcha	18	13	9	9	49
	Mekaneselam	16	15	6	8	45
	Dessie Zuria	15	13	8	10	46
	Kalu	18	13	6	6	43
	Haik	17	15	8	8	48
	Kemissie	18	16	7	11	52
Total		119	101	56	61	337

Source: Survey (2020)

It is clearly depicted in table 3 above that, government and private supports take the leading position in providing supports in combating COVID-19.The role of NGOs and informal organizations is also not to be underestimated as the tables clearly shows.

4.1.2 Sectors by Woreda

Table 4: Sector engagement of institution s by Woreda

		Sector engaged					Total
		Education and training	Manufacturing	Service providing	Construction	Agriculture	
City/Woreda	Dessie	4	17	19	5	9	54
	Kombolcha	5	13	16	5	10	49
	Mekanesela	10	10	10	7	8	45
	Dessie Zuria	9	8	9	7	13	46
	Kalu	7	7	9	7	13	43
	Haik	9	10	11	8	10	48
	Kemissie	11	15	10	5	11	52
Total		55	80	84	44	74	337

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Source: Survey (2020)
Service providing and manufacturing organizations contributed a lot in providing relative supports in combating COVID-19.The contribution of agricultural sectors specially is rural Woredas is also relatively better. The role of the construction sector as table 4 clearly shows is minimal as compared to others.

4.1.3 Material Supports of institution in Combating COVID-19

Table 5:Material supports

Items	*N*	*Mean*	*Std. Deviation*
1. Resource(vehicles, classes, buildings, machines etc.) are used for combating COVID	*337*	*1.3116*	*.71607*
2. Well planned and organized efforts are made to provide material supports since the outbreak of COVID-19	*337*	*2.7062*	*1.47591*
3. Materials are timely provided to the concerned body	*337*	*2.7537*	*1.53778*
4. Hand washing and sanitizers are easily accessible in the organizations	*337*	*2.7537*	*1.53778*
5. The organization posted educational banners and posters	*337*	*3.6409*	*1.32687*
Grand		*2.63322*	*1.318882*

Source: Survey (2020)

Table 5 above clearly depicts that the role of institutions surveyed in providing material supports so as to combat COVID-19 is not as such significant as the individual and grand mean values show. But the contribution of institutions surveyed in posting educational banners and posters is relatively better in their overall effort to combat the virus.

4.1.4 Financial supports of institution in Combating COVID-19

Table 6:Financial Supports

Items	*N*	*Mean*	*Std. Deviation*
1. The organization provide reasonable financial support for combating COVID-19	*337*	*3.1128*	*1.45745*

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2. *Maximum effort is made to contribute cash support from other budget lines(Contingency budget)*	*337*	*2.6617*	*1.47341*
3. *The organization is well planned to provide financial supports since the outbreak of COVID-19*	*337*	*3.1810*	*1.48801*
4. *The financial support is timely provided to the concerned body*	*337*	*2.8012*	*1.53499*
5. *Efforts are made to get financial supports from donors and others organization for combating COVID-19*	*337*	*3.1899*	*1.51564*
Grand		*2.98932*	*1.4939*

Source: Survey (2020)

It is clear that institutions surveyed provide almost an average financial support in combating COVID-19 as the grand mean in table 5 depicts.

4.1.5 Technical supports of institution in Combating COVID-19

Table 6:Technical supports

Items	*N*	*Mean*	*Std. Deviation*
Researchers and Developments works are made on combating COVID	*337*	*2.6706*	*1.48248*
Continual trainings are provided to employees of the organization on COVID-19	*337*	*3.0742*	*1.45277*
Awareness creation programs are made to the community by the Organizations	*337*	*2.7982*	*1.53751*
The organization developed innovations and technologies used to combat COVID-19	*337*	*2.7537*	*1.53778*
The overall knowledge and attitude of employees towards COVID is improved	*337*	*3.1810*	*1.50985*
Grand		*2.89554*	*1.504078*

Source: Survey (2020)

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The technical supports that institutions surveyed provide in combating COVID-19 is near to average as the grand and individual mean values in table 6 clearly show.

4.1.6 Leadership Commitment in Combating COVID-19

Table 7:Leadership commitment

Items	*N*	*Mean*	*Std. Deviation*
1. Extra efforts are made by the organization's management in mobilizing resources for combating COVID	*337*	*3.1217*	*1.45979*
2. Leaders were role models in the overall process of fighting COVID	*337*	*2.6973*	*1.47310*
3. Risk mitigating tools used by the management was effective	*337*	*2.7656*	*1.54350*
4. Leaders are committed in encouraging employees and the community in combating COVID-19	*337*	*2.7656*	*1.54350*
5. Leaders exert extra time in combating COVID-19	*337*	*3.6053*	*1.32794*
Grand		*2.9911*	*1.469566*

Source: Survey (2020)

Table 7 above reveals that leadership commitment is combating COVID-19 in the Woredas surveyed is near to average as the mean values clearly show. But it is also clear that leaders exert their extra time in combating the virus as the mean 3.6 justifies.

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4.1.7 Outcomes of IC in Combating COVID-19

Table 8:Outcomes of IC

Items	*N*	*Mean*	*Std. Deviation*
1. Institutional Collaborations contributed in reducing Economic burdens of the poor	*337*	*3.1306*	*1.46411*
2. Organizational supports played roles in reducing Psychological influences of COVID-19	*337*	*2.6825*	*1.47300*
3. Institutional collaborations resulted in keeping adequate food reserves.	*337*	*2.7537*	*1.53778*
4. The role of institutions in keeping states of emergency was significant	*337*	*2.7537*	*1.53778*
5. Institutions contributed in applying COVID protecting tools(facemask, using sanitizers, washing hands, Physical distancing and the like)	*337*	*3.6409*	*1.32687*
6. Overall institutional collaborations contributed for reducing the Spread COVID-19	*337*	*3.1128*	*1.45745*
Grand		*3.01236*	*1.466165*

Source: Survey (2020)

The overall outcome of institutional collaborations in Combating COVID-19 is above average as the mean values in table 8 clearly show. It is also clear that the institutions contribution in applying COVID protecting tools is significant. Besides, institutional collaborations contributed a lot in reducing economic burden of the poor and their by reducing the spread of the virus in the Woredas surveyed.

4.2 Inferential Analysis

4.2.1 Correlation between supports and IC outcomes

Table 9:Correlations

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		Material support	Financial support	Technical support	Leadership commitment	Outcomes of IC
Material support	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	337				
Financial support	Pearson Correlation	.451**	1			
	Sig. (2-tailed)	.000				
	N	337	337			
Technical support	Pearson Correlation	.912**	.572**	1		
	Sig. (2-tailed)	.000	.000			
	N	337	337	337		
Leadership commitment	Pearson Correlation	.635**	.460**	.713**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	337	337	337	337	
Outcomes of IC	Pearson Correlation	.847**	.541**	.863**	.678**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	337	337	337	337	337

***. Correlation is significant at the 0.01 level (2-tailed).*

Source: Survey (2020)

The correlation table above clearly depicts that technical supports (r=0.863,p<0.05),material supports(r=0.847,p<0.05),leadership commitment (r=0.678,p<0.05) and financial supports (r=0.541,p<0.05) are strongly correlated with institutional collaboration outcomes. This shows that the material, financial, technical supports together with leadership commitment contributes a lot in bringing reasonable outcomes in combating COVID-19.

4.2.2 Regression Analysis

Table 10: Model Summary

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885a	.783	.780	1.81227

a. Predictors: (Constant), Leadership commitment, Financial support, Material support, Technical support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.416	.431		7.928	.000
	Material support	.472	.073	.410	6.441	.000
	Financial support	.120	.037	.103	3.214	.001
	Technical support	.346	.076	.339	4.571	.000
	Leadership commitment	.133	.038	.128	3.499	.001

a. Dependent Variable: Outcomes

Source: Survey (2020)

The model summary in table 10 above clear reveals that the outcomes of institutional collaboration in combating COVID-19 78.3% explained by the independent variables: Material, financial, technical supports and leadership commitment. It is implied that the remaining 11.7% of the IC outcomes in combating COVID-19 is explained by other factors not included by this study.

The multiple linear regression result indicates that material support has significant effect on combating COVID-19 through institutional collaboration (β= .472, p<0.05). This show that a one percent increases in material support can combat COVID-19 by 47.2%. It is possible to conclude that the role of material supports in combating COVID-19 is significant.

The regression results indicates also that Technical supports (β= .346, p<0.05), leadership commitment (β= .133, p<0.05) and financial supports (β= 0.120, p<0.05) are statistically significant predictor of IC outcomes in combating COVID-19

Based on the table above, the regression model can be developed as:

Y= 0.585+ 0.472X1+ 0.120X2+ 0.346X3+0.133X4, where X1, X2, X3 and refers to material support, financial support, technical support, leadership commitment

4.3 Secondary data analysis

Table 11: Financial contribution of Woreda

S.N	WOREDA	SOURCES OF FINANCE							
		Government	Community	Cooperatives	Gov't employees	Farmers	Investors/Merchants	NGOs	Total
1	Haik	Br.100,000	22,500	-	-		451,125		573,625
2	Dessie Zuria	456,000	148,500	46,000	55,000	461,520	80,580		1,247,870
3	Kombolcha						1,698,883		1,698,883
4	Kalu	473,100	180,000	44,000	23,000	107,900	173,225		1,001,225
5	M/Selam	122,000	22,500	0		100,000	30,000	5,500	280,000
6	Kemissie								733,219
7	Dessie	100,000	1,446,799.4				6,556,962.5	1,572,000	9,675,762
	Total	1,151,100	1,797,799	90,000	78,000	669,420	8,539,651	1,577,500	14,636,959

Source: Respective Woreda's Anti Corona Task force July 20,2020

It clearly depicted in table 11 above that a cash of near 15 million birr is mobilized in combating COVID-19.Woredas Dessie,Kombolcha ,Dessie Zuria nd Kalu mobilized a relatively higher amount of

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finance. It is also clear that investors, the community and NGOs contributed a relatively greater amount of finance as compared to others.

Table 12: Material contribution of Woreda (food and Non food items)

S.N	Woreda	Total Contribution
1	Haik	Br.12,000
2	Dessie Zuria	740,220
3	Kombolch	900,025
4	Kalu	585,000
5	M/selam	1,130,900
6	Kemissie	903,234
7	Dessie	4,474,954
	Total	8,746,333

Source: Respective Woreda's Anti Corona Task force: July 20,2020

With regard to material contributions table 12 reveals that nearly 9 million birr is mobilized in the Woredas surveyed with the greatest contributions made by Dessie, Mekaneselam and Kemissie Woredas.

Table 13: Overall supports: Planned vs. actual

S.N	Activity	Unit	Performance			Remark
			Plan	Actual	Percentage	
1	Awareness creation	No.	3,056,763	3,056,763	100	
2	Training health professionals	No.	4,789	4,789	100	
3	House to house assessment	No.	71,0875	71,0875	100	
4	House to house education	No.	3,056,763	2,582,915	84	
5	Preparing quarantine centers	No.	111	111	100	
6	Resource mobilization is cash	Br.	88,000,000	43,318,894	49.22	
7	Resource mobilization in kind	Quintals	11,5525	5,000	3.7	
8	Volunteers participation	No.	29,600	20,501	69	
9	Market stabilization budget	Br.	34,000,000	26331000	77	
10	Transportation control	No.	-	3473	100	

Source: Respective Woreda's Anti Corona Task force July 20,2020

As table 13 above clearly shows, the technical supports made in the Woredas surveyed are accomplished as planned. However, resource mobilizations in cash is achieved only to an extent of almost 50%.The least contribution is made in relation to material achieved only 3.7% of what was planed.

5. Summaries , Conclusions and Recommendations

The material support from different stakeholders in combating COVID-19 in the areas surveyed is below average even though a relatively average technical and financial supports were made in the Woredas studied. The study also revealed that the overall commitment of leaders of different institutions in combating COVID-19 is nearly above average. The overall outcomes of institutional collaboration of different stakeholders made in mobilizing material and financial resources, providing technical supports brought a relatively average result in combating COVID-19 in the areas sampled. In the seven Woredas surveyed, a cash of almost Br.15 million and a material of nearly Br.9 million are mobilized as an overall effort of combating COVID-19.This may not be considered as adequate and significant as compared to the total populations of the Woredas studied. The study also found that material, financial, technical

e-ISSN : 2620 3502
p-ISSN : 2615 3785

supports and leadership commitment have a significant positive effect on outcomes of institutional collaboration in combating COVID-19.

Therefore, it is possible to reach to the conclusion that institutional collaboration played an average role in combating COVID-19.The technical and financial supports made by different institutions brought a relatively better contribution in combating the virus. In addition, the commitment of leaders in mobilizing different stakeholders as an overall effort of reducing COVID-19 is significant.

An independent effort of government alone does not bring the intended results of tackling country wide pandemics like COVID-19.Eventhough government takes the leading positions, fighting national pandemics should not be taken as a sole responsibility of the government alone. Trying to combat national pandemics with no joint collaboration of different stakeholders is like 'clapping in one hand'. Therefore local, regional and federal government should play their maximum efforts in mobilizing the community at different level.

It is clear in Ethiopia that Anti-COVID-19 task force established from Federal to Kebel level is established to combat the virus. The team composed of mainly government representatives. The structure does not give due emphasis to private and non government institutions as a team member. This does not enable to reach all members of the community. Therefore, it is recommended that the task force organized in each level should incorporate individuals from different groups of individuals and institutions mainly NGOs , investors, cooperatives, chambers and farmers members.

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